

*Workforce Board Leadership:*

**Partnering with  
Economic Development:  
Creating the  
Workforce Advantage**

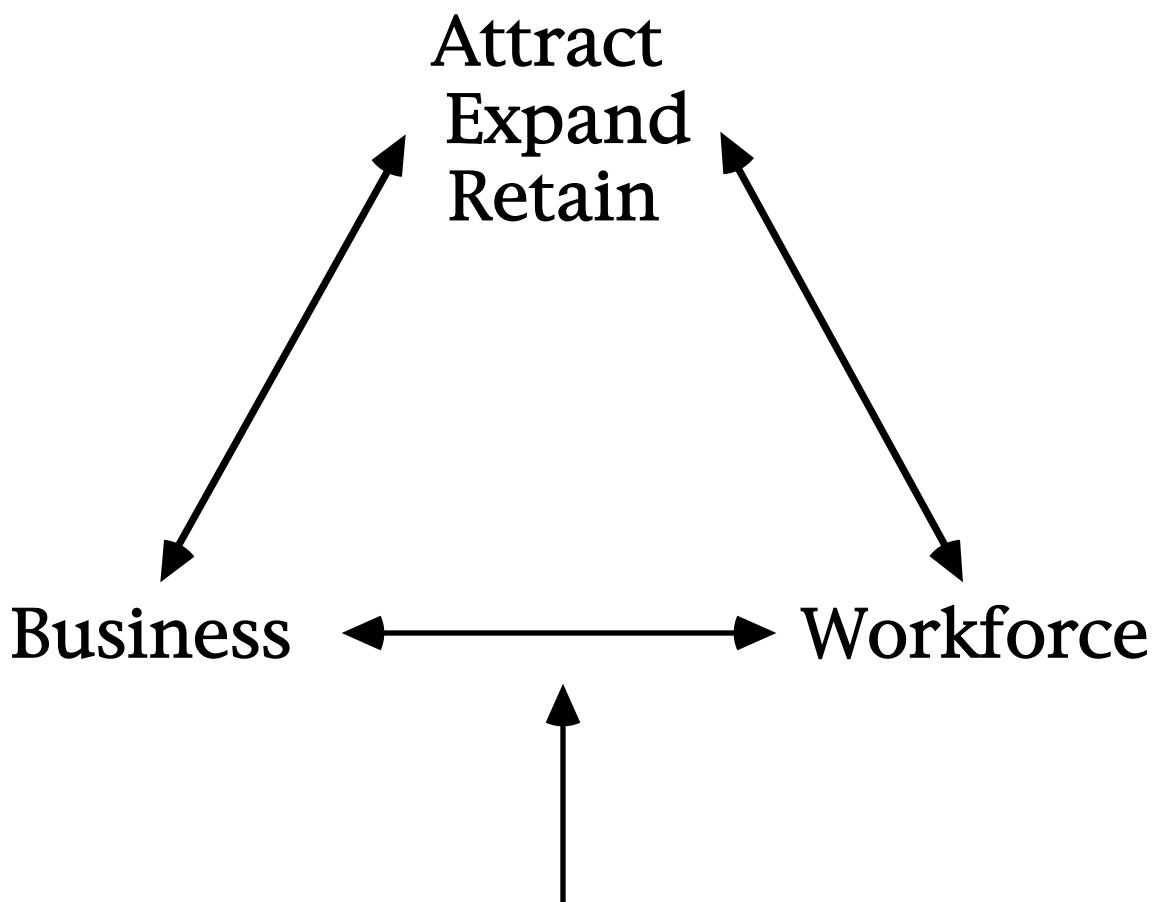
*Workforce Development  
for Economic Development*

*Purposes...*

- Present why you must attract, expand, and retain your local workforce to attract, expand, and retain businesses.
- Discuss the key drivers for local economic growth and what that means for your targeting of industry clusters.
- Show how to shift to a demand-driven workforce system.
- Identify steps to develop your “workforce development for economic development”.

# Workforce Development is Economic Development!

## *A Vibrant Local Economy*



Workforce Development:  
Goals, Strategy, Partnership  
*Workforce Investment System*

## Clarity:

### “Linking with Economic Development”

1. Workforce Development “is/for” Economic Development?
2. Statewide, regional, and local?
3. Private, public, nonprofit, and self-employment? Growth?
4. Partnerships? Private and public?
5. Support defined agenda?
6. Targeted industries, sectors, and clusters?
7. Demand-driven?
8. Attract, retain, and expand businesses?
9. Emerging, unattached, migrating, transitioning, and current workforce?
10. Tension with program mandates?
11. Success measures?

### **WIA Title I and Economic Development**

**“Sec. 667.262 Are employment generating activities, or similar activities, allowable under WIA title I?**

- (a) Under WIA section 181(e), WIA title I funds may not be spent on employment generating activities, economic development, and other similar activities, unless they are directly related to training for eligible individuals. For purposes of this section, employer outreach and job development activities are directly related to training for eligible individuals.**
- (b) Outreach and job development activities include:**
  - (1) Contacts with potential employers for the purpose of placement of WIA participants;**
  - (2) Participation in business associations;**
  - (3) WIA staff participation on economic development boards, and commissions, and work with economic development agencies, to:**
    - (i) Provide information about WIA programs,**
    - (ii) Assist in making informed decisions about community job training needs, and**
    - (iii) Promote the use of first source hiring agreements and enterprise zone vouchering services;**
  - (4) Active participation in local business resource centers (incubators) to provide technical assistance;**
  - (5) Subscriptions to relevant publications;**
  - (6) General dissemination of information on WIA programs;**
  - (7) The conduct of labor market surveys;**
  - (8) The development of on-the-job training opportunities.”**

## What grows a local economy?

1. The private sector
2. Attraction, retention, start-up
3. Local reinvestment
4. Import of capital
5. Export of value-added goods
6. Industries with local suppliers
7. Job multipliers
8. Higher wages, not just jobs
9. Human capital investment
10. Human capital retention

## **Rural Development Challenges...**

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- 1. Access:**  
Transportation; Internet;  
Outward Commutation Patterns
- 2. Population:**  
Youth Flight; Low In-Migration;  
Aging Workforce; Market Size
- 3. Employment:**  
Regional Labor Market;  
Government, Education, NPOs;  
Seasonal; Self-Employment
- 4. Industry:**  
Small or Single Dominant;  
Low Value-Added Production
- 5. Lifelong Learning:**  
Culture; Few Opportunities

*Creating a “Demand-Driven System”...  
What will your WIB decide to do?*

- Grow the workforce to grow local economy
- Seek economic development linkages
- Make businesses partners and customers
- Build new private-sector partnerships
- Meet skill and labor shortages
- Focus on industrial sectors and clusters
- Promote incumbent worker training
- Nurture employer-sponsored training
- Encourage employer-based training
- Prepare emerging workforce
- Support career pathways/lifelong learning
- Develop and use skill standards
- Establish work readiness credential

## *Why target industry clusters?*

- Know What for Whom
- Resource Limitations
- Not all Equal
- Not all Want/Need
- Better Serve Some
- Synergy

## *When you target industries, you:*

- Seek Partners and Customers
- Allocate Resources
- Give Special Attention
- Gain Specific Knowledge
- Design to Respond
- Develop Special Services



## **USDOL's High-Growth Job Training Initiative**

“A strategic effort to prepare workers to take advantage of new and increasing job opportunities in high-growth/high-demand and economically vital industries and sectors of the American economy. The initiative is designed to ensure worker training and career development resources in the public workforce system are targeted to helping workers gain the skills and competencies they need to obtain jobs and build successful careers in these industries.

The foundation of this initiative is partnerships that include the public workforce system, business and industry, education and training providers, and economic development agencies working collaboratively to develop solutions to the workforce challenges facing high-growth industries and to develop maximum access for American workers to gain the competencies they need to get good jobs in these industries.

Industry representatives define the workforce challenges, e.g., getting career and skill information to young people charting their education and career courses; accessing new labor pools; defining core competencies for success on the job; training workers; and building the capacity of educational institutions to train workers.

Community colleges and other education and training providers assist in developing competency models and curricula to build core competencies and train workers.

The public workforce system accesses human capital (youth, unemployed and dislocated workers) and places trained workers in jobs.

*High-Growth  
Job-Training Initiative*

National Targeting Criteria:

- Add substantial numbers of new jobs to the economy; or
- Have a significant impact on the economy overall; or
- Impact the growth of other industries; or
- Are being transformed by technology requiring new skill sets for workers; or
- Are new and emerging businesses that are projected to grow.

## The Twelve Sectors Targeted...

- Health Care
- Information Technology
- Biotechnology
- Geospatial Technology
- Automotive
- Retail
- Advanced Manufacturing
- Construction
- Transportation
- Hospitality
- Financial Services
- Energy

## Workforce Development for Economic Development Partnership

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- Expand Partners
- Move Beyond “Seat on the Board”
  - Clarify Limits of Partnership
    - Accept Existing Research
    - Participate in Joint Planning
  - Offer Labor Market Information
  - Develop Marketing Materials
- Mobilize “Joint Project” Resources
  - Co-sponsor Events

*Best Bets! Next Steps!*

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*Your presenter...*

**Greg Newton**, principal of Greg Newton Associates, is helping states and communities across the country transition to a vibrant Workforce Investment System. Greg and his team of independent consultants, Melanie Arthur, Sandy Gonsalves, Sandra Hastings, and Kip Stottlemeyer, assist welfare-to-work, school-to-work, and one-stop systems apply private-sector strategies to find success in a changing environment.

*Learn more: Visit [www.GregNewtonAssociates.com](http://www.GregNewtonAssociates.com).*